

COUNTY OF IONIA
ADMINISTRATOR/FINANCE OFFICER PERFORMANCE EVALUATION
TALLY
5 EVALUATIONS TURNED IN

Employee: Administrator – Stephanie Fox

Period of Evaluation: March, 2019

OBJECTIVES

KNOWLEDGE AND EXPERTISE: Professional knowledge is sufficient to enable employee to perform most duties without assistance; demonstrates knowledge of federal, state and local laws and policies, regulations and procedures pertaining to area of responsibility; seeks avenues for professional growth.

1 Unsatisfactory 2 Needs Improvement_ 3 Satisfactory 4 Very Good 5 Outstanding

Average: 3.5

Comments:

- As the Board has discussed, I encourage Stephanie to seek out more professional growth opportunities.
- Very knowledgeable of government finance law and regulations. Continue to grow your management skills
- Stephanie has a thorough understanding of county finances and the various income streams. She has developed an excellent command of employment and retirement federal and state laws.
- If Mrs. Fox doesn't have the answers, she finds it and gets back with me quickly.
- I would like management class and improve union negotiating skills to lower attorney fees, and improve human resources skills.

LEADERSHIP: Exhibits professional leadership within the County as well as with community partners; encourages collaboration whenever possible; projects professional demeanor; develops and maintains mechanisms for quality improvement and assurance; utilizes conflict resolution skills; routinely takes the initiative both in communication and tasks; recruits, trains and retains competent staff; identifies tasks to delegate, both routine and challenging; empowers staff when appropriate.

1 Unsatisfactory 2 Needs Improvement 3 Satisfactory 4 Very Good_ 5 Outstanding

Average: 3.2

Comments:

- This is an area that Stephanie has been working on. I think there is still work to be done, but I expect improvement if Stephanie keeps it up.
- Work on getting and retaining competent staff. Continue a good working relationship with local communities. Continue to transfer some of your responsibilities to your more competent staff.
- Stephanie works cooperatively with other department heads towards solving immediate problems. Her work with former Sheriff Miller to update the jail intercom and make other needed improvements is a good example.
- The area here she needs to improve on is communicating clearly with all employees. I have seen improvements in this area.
- More communication with department heads and employees with clear direction and objectives to eliminate stressful workplace situations

ORGANIZATION: Develops and maintains an efficient and functional process for the accomplishment of departmental work; recommends revisions as workload and service needs demand; responds expeditiously to requests for information or recommendations.

1 Unsatisfactory 2 Needs Improvement 3 Satisfactory 4 Very Good 5 Outstanding

Average: 4

Comments:

- You do a great job putting out "fires". Continue to rely on competent Dept. Heads to manage their areas of expertise.
- Stephanie is able to work on many problems at the same time, but is always able to respond to information requests in a timely manner.
- With a lot on her plate, Ms. Fox does amazing job.

BOARD INTERACTION: Maintains effective communication with Board of Commissioners; regularly communicates necessary and pertinent information; makes sound recommendations for Board action; effectively implements Board decisions and policies; receptive to members' ideas; follows up on problems and issues raised by Board members; recognizes issues and circumstances which require the attention and assistance of higher authority.

1 Unsatisfactory 2 Needs Improvement 3 Satisfactory 4 Very Good 5 Outstanding

Average: 4.2

Comments:

- You do a very good job keeping board informed. Continue to provide written updates.
- She gives frequent updates on current developments. However she could work a little more co-operatively on issues that directly affect the Board. The development of the new Board meeting area is a good example.
- Always willing to talk over issues.
- More interaction with Board chair and communicate important issues to get opinions and have more say in decisions.

ORGANIZATIONAL COORDINATION: Maintains effective communication with all County departments; shares data and information promptly; welcomes input and ideas; shows respect for department heads and elected officials; organizes staff meetings and briefings routinely; identifies areas of improvement needed; coordinates and collaborates with multiple departments to share projects and/or information whenever possible; seeks new opportunities to improve customer service, outcomes, and cost effectiveness.

1 Unsatisfactory 2 Needs Improvement 3 Satisfactory 4 Very Good 5 Outstanding

Average: 3.2

Comments:

- Communication is an area which still needs improvement.
- Keep doing Dept. head meetings. Be open to change and new ideas. Look at all options, to reduce cost or provide best value to the county.
- Stephanie's heavy workload during the construction of the new courthouse building may have diverted her attention from the concerns of department heads. Recently this has improved and department head meetings are being held regularly.
- Is improving in this area.

HUMAN RESOURCES MANAGEMENT: Evaluates and monitors human resource procedures; assures quality of payroll and personnel data and documents; seeks methods to motivate staff; deals with subordinates firmly, fairly and impartially; observes, follows and impartially enforces personnel rules and policies; seeks methods to improve County employee morale and motivation; encourages employee feedback and communication; ensures that the County adheres to employment law; recommends policy changes as necessary.

1 Unsatisfactory 2 Needs Improvement 3 Satisfactory 4 Very Good 5 Outstanding

Average: 3

Comments:

- "seeks methods to improve County employee morale and motivation; encourages employee feedback and communication" needs addressing. I believe Stephanie is working on that.
- Work on holding employees accountable. Consider implementing a merit based compensation program.
- Stephanie's knowledge of payroll and employment law is quite good. If she could meet privately with department heads and subordinates, she will be more aware of any morale concerns and work with dept. heads to address them.
- Does very well in some areas, but needs improvement with motivation of staff. Is consistent with rules & policies. Needs help when it comes to morale of employees sometimes.

FISCAL MANAGEMENT: Develops and recommends realistic and fiscally responsible operating and capital budgets which support the goals and objectives of the Board; administers and controls the budget using sound financial procedures; educates and keeps the Board informed of fiscal status; maintains adequate internal fiscal controls; recognizes and anticipates financial problems and responds with acceptable solutions; recommends and implements cost reduction programs when appropriate; provides timely and meaningful financial report.

1 Unsatisfactory 2 Needs Improvement 3 Satisfactory 4 Very Good 5 Outstanding

Average: 4.8

Comments:

- Very knowledgeable of a very complex system. Consider bringing some services in-house and other outsourced based on best value for the county.
- This is a great strength. No need for any improvement; just keep up the good work.
- This is her strongest strength.

PUBLIC RELATIONS AND COMMUNICATIONS: Presents a positive image of the County; works effectively and courteously with associates and public; responds accurately and quickly to inquiries; written reports are clear and coherent; clarifies misunderstanding; tactfully avoids confrontation when possible; displays patience and understanding; listens carefully.

1 Unsatisfactory 2 Needs Improvement 3 Satisfactory 4 Very Good 5 Outstanding

Average: 3.4

Comments:

- A very important area; always needs working on. Looking for continued improvement.
- Continue to work closely with local units of government. Continue to keep an open mind to new ideas. Don't be afraid to ask other community leaders for input.
- Stephanie responds well to requests for information from private citizens and the media. In some situations she could be more pro-active in projecting a positive image to the public.
- Has made improvements. Reports are clear and easy to understand.

RESEARCH AND ANALYSIS: Is familiar with traditional and current research procedures and methods; collects raw data from appropriate sources; analyzes data, reaches conclusions, prepares and explains alternative recommendations and anticipated results in a logical, understandable and defensible manner; recognizes and reports trends.

1 Unsatisfactory 2 Needs Improvement 3 Satisfactory 4 Very Good 5 Outstanding

Average: 4

Comments:

- You do a good job of researching data and opinions before recommending a decision.
- When Stephanie does research to solve a county issue, she often shares her conclusions. I feel she could also share her information and solicit other ideas and viewpoints.
- Always gets me the information I need in a timely manner.

COMMITMENT, ATTENDANCE AND PUNCTUALITY: Displays sound work ethic; arrives at work assignments regularly and at appointed time; uses sick and other leave in accordance with established policy; seldom leaves work early; reports and other work are submitted in a timely manner.

1 Unsatisfactory 2 Needs Improvement 3 Satisfactory 4 Very Good 5 Outstanding

Average: 4.6

Comments:

- Always expects from others what she is willing to do.
- Your work ethic cannot be questioned. You are usually first in and last to leave.
- Outstanding work ethic. This has helped to acquire the knowledge of county operations that has been very useful to the county commissioners.
- Is always dependable.

OTHER COMMENTS:

- It has been a pleasure working with Stephanie. I recognize and commend her for the job she is doing. A successful administrator always needs to look for areas to improve.
- Just because "we have done it that way for 25 years" does not mean it is the best way. Be open to options for improvement. You do a great job, but we all have areas that we can improve upon. I appreciate that you take pride in your work and strive to improve.
- I would appreciate hearing the reasons that Stephanie has come to a conclusion or supports a proposal of another county official. This could lead to sharing of ideas and continue problem solving.
- We are moving in the right direction.